TECHNICAL DOCUMENT 3000, Rev. 2
May 2000

SSC San Diego
Strategic Plan

SPAWAR
Systems Center
San Diego

SSC San Diego
San Diego, CA 92152–5001

Report Documentation Page		*Form Approved* *OMB No. 0704-0188*

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1. REPORT DATE **MAY 2000**	2. REPORT TYPE	3. DATES COVERED **-**

4. TITLE AND SUBTITLE **SSC San Diego Strategic Plan. Technical Document 3000, Rev. 2**	5a. CONTRACT NUMBER
	5b. GRANT NUMBER
	5c. PROGRAM ELEMENT NUMBER
6. AUTHOR(S)	5d. PROJECT NUMBER
	5e. TASK NUMBER
	5f. WORK UNIT NUMBER
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) **Space and Naval Warfare Systems Center,53560 Hull Street,San Diego,CA,92152-5001**	8. PERFORMING ORGANIZATION REPORT NUMBER
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)	10. SPONSOR/MONITOR'S ACRONYM(S)
	11. SPONSOR/MONITOR'S REPORT NUMBER(S)

12. DISTRIBUTION/AVAILABILITY STATEMENT
Approved for public release; distribution unlimited

13. SUPPLEMENTARY NOTES
The original document contains color images.

14. ABSTRACT
see report

15. SUBJECT TERMS

16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES **23**	19a. NAME OF RESPONSIBLE PERSON
a. REPORT **unclassified**	b. ABSTRACT **unclassified**	c. THIS PAGE **unclassified**			

A Message from the Commanding Officer and Executive Director

Looking forward into the new century, our overriding challenge is to provide the nation's warriors with the tools they need to achieve battlespace information dominance. This Strategic Plan is SSC San Diego's blueprint to meet that challenge. The plan is both a vehicle for carrying us into the future and a set of guidelines for addressing near-term tactical issues. As an organization, we believe that strategic planning provides a critically needed context for adopting dynamic, agile processes to better use our corporate resources and meet our customers' needs.

The plan defines our corporate vision, strategic objectives to realize that vision, and actions to achieve those objectives. Realizing our vision—to be the nation's pre-eminent provider of integrated C^4ISR solutions for warrior information dominance—is our enduring goal. Our plan specifies five long-range strategic objectives. SSC San Diego's Executive Board has defined and agreed upon these five objectives and has selected measurable, time-specific actions we must take to achieve them.

Dr. John Pickering and Mr. Gerry Brokaw's course material, entitled "Building High Performance Organizations for the 21st Century," is providing the framework for this update of the Strategic Plan.

The Executive Board participated in a 2-day Vision to Performance Session, facilitated by Mr. Gerry Brokaw and by members of our internal Improvement Integration Working Group, to update our Strategic Plan and to establish this year's Tactical Action Plan. This is the Center's top-level Strategic Plan, but it requires support from all levels within the organization to be successful. (Organizational improvement is unstoppable if it is supported by everyone. An unstoppable force is our goal.)

To prepare for our Vision to Performance Session, each Department and Staff Office completed a Strategic Customer Value Analysis (SCVA), and a Strengths, Weakness, Opportunities and Constraints (SWOC) analysis, which were presented and discussed at our monthly Strategic Planning Meetings. Some departments had completed their own Vision to Performance as well as Strategic Plan and Tactical Action Plan prior to completion of this plan. Other departments have this milestone planned for completion in the near future. The department plans are supportive of this plan.

Working together, we are striving to create a high-performing, customer-focused organization that will benefit our customers, our sponsors, and all with whom we do business. We encourage each of you to become actively involved and take part in making our vision a reality.

CONTENTS

Mission

SSC San Diego's Assigned Mission

To be the Navy's full-spectrum research, development, test and evaluation, engineering and fleet support center for command, control and communication systems and ocean surveillance and the integration of those systems which overarch multiplatforms

Vision

SSC San Diego's Corporate Vision

To be the nation's pre-eminent provider of integrated C^4ISR solutions for warrior information dominance

Core Values

Our Core Values are what we "live by." They are the beliefs and values that we want to see reflected in our daily activities. We value:

Customers—Our customers, and the timely, cost-effective satisfaction of their needs

Employees—Employees who demonstrate pride, initiative, creativity, commitment, integrity, loyalty, professionalism, and the willingness to embrace new challenges

Excellence—A culture that promotes excellence in performance, accountability, mutual respect and trust, cooperation, fairness, open communication, candor, and caring

Teamwork—An environment where individual and team performance, entrepreneurial spirit, prudent risk-taking, diversity, adaptability, and common sense are acknowledged and rewarded

Flexibility—An adaptive, yet streamlined, set of processes that allow flexibility in responding to dynamically changing business environments

Our Leadership Philosophy

- We are a unified organization of diverse, talented, honest, dedicated, and hardworking professionals focused on providing the highest quality service and products to meet the national interest.
- We are motivated by the knowledge that the work we do is critical to the warfighter and to our nation, is technically challenging, and is conducted in an environment which promotes success.
- We share information and knowledge, encourage continuous learning and expect personal responsibility, mutual respect and integrity.
- We use consultative leadership, mentoring, teamwork, and personal initiative to foster innovation and creativity while applying common sense and best judgement. We believe that the team process produces superior results.

Core Competencies

Core Competencies include those skills where we currently excel and those future capabilities and skills that we must possess to remain the C^{4}ISR leader for Navy and Joint Commands. Together, our Core Competencies give us a unique competitive advantage that is difficult for others to duplicate. We must identify and excel in related core capabilities and skills to be recognized by our customers as the pre-eminent leader in the C^{4}ISR mission area. Our Core Competencies include:

Unique Technology, Facilities, and Capabilities to support the C^{4}ISR Joint and Navy Missions

As a government laboratory, we provide world-class science and technology with strong ties to industrial, academic, and scientific R&D communities. Our R&D is focused by knowledge of user needs, and proven by a record of successful transitions of technology to industry and the user community. Our unique C^{4}ISR facilities and laboratories are primarily located in San Diego close to our major customers and are integrated and networked internally and with Navy and Joint service operational users, government, industrial, and academic laboratories. This allows us to create large-scale virtual integrated systems to support architecture development, systems engineering, acquisition, training, and fleet operations. Our software systems engineering processes are controlled and locally guided by the SSC San Diego Software Engineering Process Office, which is nationally recognized for its expertise and training capabilities.

Expertise to Develop, Implement, and Support Large Integrated Information Capabilities Providing Information Dominance to the Military Services

We provide world-class, C^{4}ISR domain knowledge. We support development of integrated information systems from architecture development through life-cycle support. Our cost-effective solutions are optimized to meet total C^{4}ISR systems requirements. We provide rapid insertion of new technologies and commercial off-the-shelf products from concept through installation, testing, training, and systems support. We develop and maintain state-of-the-art skills of our technologists through hiring, training, and hands-on research. As government employees, we provide long-term continuity for the programs. Our technical breadth provides the ability to quickly form teams of experts from within SSC San Diego and other government, industrial, and customer communities.

Unique Location and Relationship with the Sponsor and Customer

We benefit from being a government organization that is collocated in San Diego with our major sponsor while also being geographically positioned near all major components of our Navy and Marine Corps customer community. In addition to our main workforce location near our customers in San Diego, SSC San Diego personnel are permanently duty stationed with the U.S. Atlantic and Pacific Commands to provide systems engineering functions. We are also located outside the continental U.S., with particular emphasis in the Pacific Rim where we have permanent detachments in Hawaii, Guam, and Yokosuka, Japan. We provide on-site representation and support for the C^{4}ISR community. Additionally, we serve as the smart buyer for total integrated systems, with

our focus on delivering products vice making profits. We act as the trusted agents for our customers, sponsors, and industrial partners, providing R&D through In-Service Engineering Agent functions on the same team. Our tasking is flexible and can be quickly modified as the situation evolves vice lengthy contracting processes. This flexibility is extremely important in the C^{4}ISR mission area, where technology is continuously changing.

C^{4}ISR Is Our Mission

C^{4}ISR provides information dominance to meet a wide variety of Navy, Marine Corps, and Joint requirements. It is the link that integrates forces, platforms, and functions into coordinated operational capabilities. With the Navy's C^{4}ISR RDT&E mission assignment, SSC San Diego is uniquely positioned in this important area. By providing C^{4}ISR solutions to the Navy and Marine Corps, SSC San Diego has demonstrated domain knowledge expertise and experience in marine surface, subsurface, air and land-based warfare. This gives SSC San Diego a unique competitive advantage over other laboratories in Joint service developments, an advantage reflected by our active participation in many Joint service programs.

Complementary Leadership Areas and Core Competencies

In addition to our primary C^{4}ISR mission, our complementary core competency areas include Ocean Engineering; Marine Environmental Quality Technology; Microelectronics Research, Development, and Fabrication Technologies; and the Navy's Marine Mammal program. The impact of limited warfare and military operations on marine mammals and the marine environment is increasing in importance. These programs, although separate from our main focus in C^{4}ISR, have been conducted at SSC San Diego for many years because of our considerable expertise in these areas and our San Diego waterfront location. This combination is unique to the Navy.

Strategic Objectives

This set of strategic objectives provides a context for initiating actions that will guide our organization toward achieving the corporate vision. These objectives are highly interdependent, yet each is important in its own right. The objectives are supported with strategies and implementation guidelines that focus near-term actions and resources in the form of major milestones. Achievement of these milestones will require organizational commitment and new ways of thinking.

- Lead and Promote the C^4ISR Vision
- Develop a Strategic Business Process
- Strengthen Our Core Competencies
- Prepare Our Workforce for the Future
- Improve Corporate Business Operations

Lead and Promote the C^{4}ISR Vision

Strategic Intent

Based on our talented people, unique facilities, assigned mission and proximity to our customers and stakeholder (s), we are uniquely qualified to provide nationally recognized leadership in integrated C^{4}ISR solutions which enable warrior information dominance. By fostering an understanding of our technical vision by our workforce, we will stimulate and enable them to perform to their full potential and contribute to the success of the Center. By promoting our vision externally, we will market our capabilities more effectively to our current and potential sponsors.

Strategies

- Lead the continual evolution of an integrated vision for C^{4}ISR through Center-wide participation

- Promote our C^{4}ISR vision to the SSC San Diego workforce and involve them in implementation of the vision

- Promote our vision externally to key decision-makers in the Navy and Joint Service environments

Implementation Guidelines

- We will team with the Center Initiatives Group (CIG) to evolve continually our vision for integration of C^{4}ISR. We will recognize that the significance and thrust of C^{4}ISR support and require a vision encompassing the Joint Service environment, and we will strive to ensure that the products of our efforts benefit the joint warfighter. We will encourage our workforce to participate in continual, dynamic re-definition and refinement of our vision.

- We will develop compelling presentations of our C^{4}ISR vision and ensure that each member of the SSC San Diego workforce is provided opportunities to attend the presentations. We will encourage active workforce debate and discussion of the vision and contribution to its refinement. We will enable and empower the workforce to participate in active implementation of this vision by identifying new programs that support and define the vision.

- We will seek opportunities to discuss our vision outside the Center through formal SSC San Diego technical publication, posting on Internet web sites, publication in the peer-reviewed literature, and presentation at technical symposia. We will actively pursue discussion of the vision with our resource sponsors, our industry partners and the military and technical leaders of the other services. We will refine our vision appropriately to support the requirements of the joint warfighter.

Plan of Action & Milestones

Internal Vision Briefs

Nominate potential briefers	Department Heads
Train briefers	CIG
Begin workforce briefings	Briefers

Refine the Vision

Encourage active feedback	Vision Briefers
Schedule department feedback sessions	Department heads
Refine Vision based on feedback	Objective team/CIG
Update Vision	Objective team/CIG/ad hoc members

External Vision Briefs

Nominate potential briefers	Department heads
Train briefers	CIG
Develop target audiences/events	Objective team
Begin briefings	Briefers
Select major C4ISR conference for in-depth vision presentation	Objective team
Present brief at conference	Selected briefers

General Marketing Brief

Develop brief	Business Deputies
Present to Executive Board	Business Deputies
Presentation of briefs	Briefers

"Talking Points" Brief

Develop 3-4 critical talking points	Objective team
Present to Executive Board	Objective team
Publicize to the workforce	Departments

Technology Transition

Maintain corporate-wide technology roadmap	CIG
Tie to SPAWAR Product Focus Teams	Objective team
Update technology roadmap	CIG
Work with SPAWAR to develop technology roadmap for product areas, consistent with Center technology roadmap	Business Deputies/Program Managers
Develop a process for SSC San Diego to transition DARPA- and ONR-sponsored technology into the SPAWAR Product Line	Business Deputies

Develop a Strategic Business Process

Strategic Intent

- Develop a corporate business development process based on SSC San Diego's strategic vision.

- Define major business portfolio areas, which help us achieve our vision.

Business Niche

We are a world-class science and technology center with strong ties to industry, academia, and the scientific community. We maintain expertise and leadership in our key areas, supporting our customers by serving as smart buyers from a total systems perspective. Our ability to merge advanced technology and systems into integrated C^4ISR capabilities for Joint needs is a unique asset.

Our unique combination of facilities and laboratories with full connectivity to operational forces allow us to replicate operational environments and to evaluate systems or prototypes fully. We maintain extensive in-service engineering service capabilities for a full range of systems engineering, logistics, on-board installation, and maintenance and repair support.

We prove the value of technology through operational experimentation. We are well-positioned to lead the experimentation process for Fleet/Joint commands and for DoN/DoD research sponsors. Our leadership in technology evaluation in an operational context, with an understanding of the Joint C^4ISR architecture, is a key part of our business niche.

Business Goals

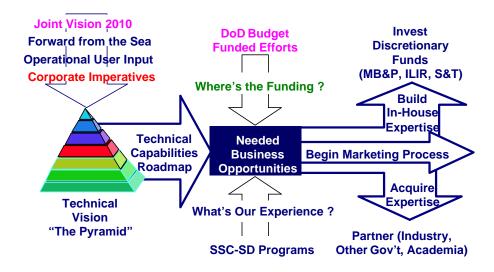Our corporate business development goals are:

- Grow and improve our technical expertise with an emphasis on transitioning and integrating science, technology and services to operational capabilities.

- We will emphasize programs like Fleet/Joint experimentation, Advanced Concept Technology Demonstrations (ACTDs) and similar programs that allow us to demonstrate and transition mature technology into useful operational capabilities.

- Increase our business base to show both fiscal health and increasing S&T influence.

- We will show annual net funding growth, after adjustment for inflation, to show that our business growth is constrained only by our personnel end strength.

- Develop a business portfolio that balances our traditional naval business with Joint, other-service, foreign military and non-DoD business to implement our vision.

- We will continue to create opportunities that allow us to use our knowledge and technology in new settings. Such an approach fosters enhanced interoperability and does so with a smart leveraging of government R&D investments.

- Team with others (other departments, SPAWAR System Centers, SPAWAR Headquarters, Navy and other-service warfare centers, other government agencies, industry, and academia) to bring the best expertise to bear for our customers.

- We will grow our relationship with SPAWAR Headquarters as we become the system engineers for the corporation. We will improve our processes for multi-departmental teaming to avoid unnecessary personnel reorganizations. We will improve business interactions with SSC Charleston to eliminate unnecessary political conflict. We are teaming with other warfare centers to show the technical power of Navy governmental teams. We are teaming with industry to win new ACTDs and programs for new ship construction. We will develop a process to ensure that this teaming promotes the Center's best programmatic and political interests.

- Develop an outreach program to highlight our accomplishments and expertise to decision-makers and their advisors.

- We will be pro-active in relating our value to Joint and naval operational forces, sponsors, industry and local technical consortia. We will implant our technical vision into the plans and programs of SPAWAR, the naval leadership and our sponsors whenever possible.

- Stand up a market analysis function to provide objective information on which business decisions will be based.

- We will develop a process to keep our line management and our entrepreneurs apprised of DoD financial trends and business opportunities.

Implementation Guidelines

- Implement an end-to-end process that shapes the Center's business on core work to help us reach our vision.

Our technical vision flows from DoD/DoN requirements for knowledge-centric operations. We will roadmap the technologies needed for the required capabilities. The roadmap will be correlated with our existing programs and expertise plus the knowledge of DoD funded efforts to determine which SSC San Diego business opportunities are appropriate to pursue. If in-house expertise is requisite for the opportunity, we will use discretionary funds to develop that capability. If outside expertise is needed, we will team with others in order to pursue the opportunity.

Joint Vision 2010
Forward from the Sea
Operational User Input
Corporate Imperatives

DoD Budget Funded Efforts

Invest Discretionary Funds (MB&P, ILIR, S&T)

Where's the Funding ?

Technical Capabilities Roadmap

Needed Business Opportunities

Build In-House Expertise

Begin Marketing Process

Acquire Expertise

Technical Vision "The Pyramid"

What's Our Experience ?

SSC-SD Programs

Partner (Industry, Other Gov't, Academia)

We will appoint key personnel to lead development of new business development in selected high-payoff areas. These personnel will be called Corporate Business Development Leaders (CBDLs) and will function as portfolio managers for business areas that are central to achieving the Center's strategic vision. The CBDLs will provide corporate oversight for business development efforts with their portfolios. They will be responsible for keeping the Business Board and the Business Development Board appraised of new opportunities, progress and trends.

Our primary customer is and will continue to be the Space and Naval Warfare Systems Command. However, the trend for DoD agencies to control increasing amounts of S&T funds means that we will establish a coordinated approach for DARPA C^4ISR work to increase our participation. This will give us increasing opportunity to leverage technical outputs for naval needs in support of our mission.

We will grow our in-house technical expertise so that we can reach our vision to be the integrators for Joint C^4ISR. We will improve our systems engineering and our software engineering cultures through the Capability Maturity Models developed by industry.

We will maintain a non-Navy work base with the Marine Corps, Army, Air Force, and Coast Guard to maintain our understanding of joint interoperability progress and needs. We recognize a growing need for improved joint and multinational interoperability. To ensure interoperability of our systems and capabilities, we will increase our participation in overarching systems engineering and integration efforts with SPAWAR, NAVSEA, NAVAIR, ASN-RDA and multi-service/Joint efforts.

We will also support some non-DOD agencies like the Department of Justice and the Federal Emergency Management Agency, where DoD-developed technology can be re-used for the good of the nation.

We will be a major supporter of Joint Warfare and Fleet Battle Experimentation Programs (JWE/FBE) managed by USJFCOM and the Navy Warfare Development Command. We recognize the value of working directly with the operational customer in order to match technological opportunities with operational need through experimentation in the field.

We will actively seek to establish alliances and partnerships with other government agencies, industry, and academia to leverage development and transition of C^{4}ISR products. We will grow our relationship with industry to include more cooperative agreements and programmatic partnerships as a method for increasing our influence in C^{4}ISR technology without necessarily increasing our workforce size.

Our business strategy includes communicating our corporate and technical vision to the external world. We will accomplish this by initiating a strong outreach program to visit and invite our valued customers to SSC San Diego where we can showcase our expertise, our accomplishments and our vision.

Plan of Action & Milestones

Complete the Corporate Business Development Plan

Integrate the Corporate Business Development Plan with Department Business Plans

Coordinate with the SPAWAR Business Plan

Implement the CBDL portfolio process

Implement a process for staffing new corporate business development initiatives

Develop a market analysis capability

Complete a Center technology roadmap

Improve the Center's participation in operational experimentation

Implement an Outreach Strategy

Strengthen Our Core Competencies

Strategic Intent

It is the Center's intent to maintain and/or improve our organizational Core Competencies to ensure that we remain in the best position to provide to the Fleet and Joint Warfighters—our primary customers—the best C^{4}ISR goods and services available. By continuously re-evaluating and improving the skills of our workforce, the quality of our engineering and scientific facilities, and the work processes that we employ to accomplish our mission, we will continue to provide full value to our customers. Through this strategy, we will identify and strengthen those core competencies that are critical for our ability to establish, enhance, and maintain our role as the recognized leader in our mission and leadership areas into the 21st century.

Strategies

- Invest SSC San Diego corporate resources in developing and facilities, staff expertise (e.g., C^{4}ISR), and work processes (e.g., systems engineering) focused toward continuously improving the quality of our products and services.

- Identify the skills mix of employees we need to meet the organization's future needs. Determine the categories of employee we need to recruit and the training required to supplement their expertise.

- Develop and implement Center-wide, integrated, technical work processes that consistently provide quality products and services to our customers on schedule and within budget.

- Develop facilities requirements and a corporate strategy that focuses on establishing SSC San Diego as a world-class technology development and engineering organization. The primary benefits of this are to achieve modern facilities, reduced infrastructure costs, and a motivating environment that will stimulate employee retention.

Implementation Guidelines

- Establish baseline competencies from which to determine needed improvements. This effort will result in a critical analysis of our shortfalls and strengths, and will provide the basis for development of an improvement plan of action and milestones.

- Define future requirements. Critical to our long-term competitiveness is the development of competencies that put us in the best position to remain the pre-eminent provider of choice for integrated C^4ISR solutions. This effort will re-evaluate potential future business environment scenarios and make recommendations regarding acquisition or development of new facilities, work processes, or employee skills.

  - New facilities will be funded either through the Capital Purchase Program (CPP) or through the Military Construction (MILCON) Program. Expenditures in either of these fund pools requires that an annual plan be developed that results in feeder proposals—by late spring for a consolidated Center MILCON submission to the Southwest Region; and by January of each year a consolidated Center CPP plan can be factored into the A-11 budget. Both of these submissions should be responding to a Center-approved Facilities Requirements Plan.

  - Work Processes, such as Systems Engineering, Test and Evaluation, and Software Engineering are critical to the quality of the products we provide. Without world-class capabilities to perform our work, we will cease to be of value to our customers. As a result of increased understanding of our baseline capabilities, this effort will "flesh out" specific work processes that should be improved to ensure our future competitiveness. A Work Process Improvement Requirements Plan will be developed to provide focus for long-term actions.

  - A highly skilled workforce underpins our long-term viability as a scientific and engineering organization. Future work skill requirements will be developed in conjunction with Workforce Development Team efforts. The Workforce Team will utilize the workforce requirements generated by the Core Competency Team to implement employee skill development/acquisition requirements.

- Develop costs and schedule estimates. Funding will be required to improve existing or develop new competencies. As a part of each plan of action and milestones, funding profiles will be developed that map to required actions on an annual basis. These funding estimates will be inserted into the annual planning conference and budgeted during the A-11 process.

Plan of Action & Milestones

Facilities

New BFR completed

Update Center's facility vision

Center's MILCON Plan

Work Processes

Plan resources and schedule

Current baseline capabilities

Gap analysis

Identify and validate improvement areas

Develop work process improvement requirements plan

Fold requirements into workforce development plans

Technical Expertise

Training requirements development

Recruitment requirements development

Deliverables

Facilities

- Facility requirements plan
- Review existing facility plans/review plan for P096
- Lab locator update
- CPP plan
- MILCON by June 2000

Technical Expertise

- Core competency baseline review
- Training guidelines
- Hiring guidelines

Work Processes

- Work processes resources and schedule requirements
- Work processes baseline
- Gap analysis
- Prioritized list of process improvement areas
- Work processes improvement requirements plans

Prepare Our Workforce for the Future

Strategic Intent

The Center most values and requires talented, motivated, and innovative employees. Accordingly, we are renewing our efforts to develop employee professional excellence, including leadership, team skills, management, and stewardship. At the same time, we are creating a consultative environment that fosters creative solutions to problems, new ideas and approaches, and the delivery of quality products and services. We recognize that in order to attract, retain, and nurture a qualified and motivated workforce, we need to constantly improve employee satisfaction.

Strategic Goals

- Establish a comprehensive employee career development program.

- Establish a comprehensive recruitment plan.

- Create a consultative work culture, consistent with SSC San Diego's leadership philosophy, to provide a satisfying and rewarding place to work.

- Improve the Human Resources Process.

- Improve internal communications within SSC San Diego.

Implementation Guidelines

- Develop and promulgate a workforce competency development plan by career path and job function. Identify and provide opportunities for individual development in each competency including short-term and long-term training, work experience, academic development, Defense Acquisition Workforce Improvement Act (DAWIA) certification where appropriate, and long-term temporary duty (TDY) assignments

appropriate to individual career stage, capabilities, and interests. Develop an orientation program for new and existing employees. Develop retraining programs to address workforce skills mix problems. Raise the awareness of daily interactions with peers, subordinates, and supervisors as an opportunity for career development through informal and formal mentoring throughout the organization. Establish successorship development as an expectation for all supervisors and managers and communicate its key elements to employees, supervisors and managers.

- Develop recruiting and hiring strategies that include the full range (underrepresented groups, Co-Op, New Professionals (NPs), and direct hire) of hiring programs available to SSC San Diego. Prepare a workforce plan that includes a forecast of the requirements for the composition and capabilities of SSC San Diego's workforce in terms of number of full-time employees, skills mix, and required education.

- Develop and implement actions to foster a consultative organizational culture and ethic that both encourage and reward veracity and accountability; professional relations insisting on civility, achievement, and delivery; technical and management innovation; and prudent risk-taking, regardless of the result. Create opportunities for increased employee involvement via direct employee inputs and Demonstration Program employee satisfaction surveys.

- Determine which areas of communication (top down, bottom up, or horizontal between project teams/divisions/departments) to focus on by conducting an organizational communication assessment. Once target areas for improvement are identified and prioritized, develop recommendations and implement selected actions to improve internal communications at SSC San Diego. Track and measure communication effectiveness.

Plan of Action & Milestones

Provide a career development plan around required core competencies needed by our workforce now and in the future

Develop an employee orientation program

Define KSAs for required workforce competencies by level

Establish mechanisms for career development for each competency and job function through the use of expanded mentoring, formal classroom instruction, self initiated training, and job assignments.

Improve internal communications within SSC San Diego

Conduct an organizational communication assessment.

Develop specific recommendations for improving internal communications based on assessment results.

Track implementation of selected recommendations and measure effectiveness

Improve Corporate Business Operations

Strategic Intent

The Center recognizes that to be competitive and productive, we must improve our existing business and technical operations. Therefore, we will strive to continually improve the quality, efficiency and cost effectiveness of all operations in all departments so we will be value-added to our customers.

Strategic Goals

- Develop and improve integrated internal business processes (including financial, contracting, personnel management, base operations, etc. end-to-end).
- Improve the efficiency and effectiveness of our Information Technology infrastructure .

Implementation Guidelines

- Acquire and deploy an Enterprise Resource Planning (ERP) system. This will be accomplished by participating in the Navy's Commercial Business Practice ERP pilot program
- Execute short-term integrated business process improvements while waiting for ERP. As part of the business process re-engineering necessary for ERP, we will look for opportunities to make improvements without waiting for the completion of the ERP pilot.
- Develop metrics and establish mechanisms for assessing the success of the process changes on the organization.
- Develop and implement an Information Technology Plan. This will have to be done in coordination with the SPAWAR plan to transition to a "single server strategy"

- (SPAWAR 2000) and the Navy 's plan to transition to the Navy Marine Corp Intranet (NMCI).

Plan of Action & Milestones

General

Request reinvention laboratory status

Receive reinvention laboratory status

ERP

Select software vendor

Select systems integrator

Complete initial business process re-engineering

Deploy initial operational capability

Deploy to all of SSC, San Diego

Deploy to rest of SPAWAR claimancy

Execute short-term integrated business process improvement

One-stop shop for all procurement requests (financial, ARM and TAO)

Develop a plan for short-term integrated business process improvement

Re-assess the current QMB structure and combine/modify/disestablish

"Revised" QMB structure executes business process improvement plan

Develop the Information Technology Infrastructure Strategy and Implementation Plan

Prepare description of our existing IT infrastructure

Update our Information Technology Plans

- SPAWAR 2000 concept
- NMCI transition plan
- Develop new Information Technology Strategy

Implement SPAWAR 2000 first phase

Complete SPAWAR 2000

Begin NMCI transition

Complete NMCI transition